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~~Reserve~~

## Job-load Analysis and Planning

of

Executive Work

in

National Forest Administration

Procedure (as applied to each forest and ranger district):

1. Definition of the desired yet reasonably attainable objectives for each main branch of national forest activities, such as timber management, fire control, range management, etc. These statements of objectives are basic to the whole process. In defining objectives, it is important that they be localized and as specific as practicable.
2. Division of each activity into its component jobs which must be performed to attain the objective. (A check list of jobs for the Service as a whole is provided to facilitate doing this.)
3. Determination and recording of job standards needed to attain the objectives. A Standard -- a criterion established as a result of scientific investigation -- based upon facts rather than opinions. But, standards should be built from the ground up. Participation of the ranger and supervisor is important. The establishment of standards involves consideration of "What", "Why", "Who", "How", "Where", and "When."
4. Determination and recording of unit time requirements for doing each job properly. Time studies, with an eye to the "way the job should be done", have proved to be of more value as an indicator than has past performance. Because of the widespread distribution of work over large areas, it is important that travel-time requirements be studied with care.
5. Determination of the number of work units to be accomplished during the year.
6. Calculation of total job time requirements for the year and distribution by months to facilitate timely accomplishment.
7. Monthly (or other periodic) re-assembly of the separate jobs into an integrated plan of action, i.e., priorities, scheduling, and routing, including trip plans.
8. Follow-up -- monthly (or other periodic) review and such other controls as are necessary to insure timely job accomplishment.
9. Thorough revision of the analysis, usually once every three years for recurrent work, and annually for non-recurrent jobs, and annually for such recurrent jobs as are susceptible to a considerable degree of fluctuation.

(Over)

Aims:

1. To get the work done properly.
2. To make the positions as interesting as practicable to the class of men who should occupy them.
3. To obtain a close relationship between the amount of planned work and the funds available for doing it.
4. To obtain a fair distribution of the work load among the men responsible for handling it.
5. To remain abreast of the best administrative practices in other lines of activity.
6. To remain abreast of changing conditions.
7. To release funds for development work and for salary increases.
8. To determine needs for training of personnel.
9. To provide yardsticks for appraisal of performance.
10. To discover and make available for future use the best techniques developed by successful forest managers.

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